CENTER FOR DEMOCRACY AND GOVERNANCE

?...promoting the transition to and consolidation of democratic regimes throughout the world.?

USER'S GUIDE

June 15, 1999

Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U.S. Agency for International Development
Washington, D.C. 20523-3100

CENTER FOR DEMOCRACY AND GOVERNANCE

STAFF DIRECTORY*

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Bland, Gary	Governance	DF	712-1523	gbland@usaid.gov
Blitz, Brad	Governance	PSC	712-5039	
Brager, Stephen	Governance	DF	712-5668	sbrager@usaid.gov
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Feierstein, Mark	Elections/Political Processes	USDH	712-1911	mfeierstein@usaid.gov
Hansen, Gary	Civil Society	USDH	712-1521	ghansen@usaid.gov
Hansen, Robert	Strategies/FS & Civil Society	USDH	712-1885	rhansen@usaid.gov
Hart, Elizabeth	Civil Society & Strategies/FS	DF	712-1142	ehart@usaid.gov
Hattar, Talal	Strategies/Field Support	PMI	712-0599	thattar@usaid.gov
Hyman, Jerry	Strategies/Field Support	USDH	712-1501	jhyman@usaid.gov
Isman-Fn?Piere, Pat	Governance	RSSA	712-4238	pafnpiere@usaid.gov
Jay, Susan	Strategies/Field Support	PMI	712-5457	sjay@usaid.gov
Kaufman, Joshua	Program/Information	R&RS	661-5829	jkaufman@rrs.cdie.org
Kite, (Michael) Eric	Governance	PMI	712-4554	mekite@usaid.gov
Luzzatto, Francis	Program/Information	USDH	712-1633	fluzzatto@usaid.gov
McDonald, Kara	Elections/Political Processes	PMI	712-4219	karamcdonald@usaid.gov
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Meyer, Steffi	Strategies/Field Support	USDH	712-1507	stmeyer@usaid.gov
Miklaucic, Michael	Rule of Law	USDH	712-1982	mmiklaucic@usaid.gov
Moore, Sheron	Administrative Support	USDH	712-4209	shmoore@usaid.gov
Nichols, Katherine	Elections/Political Processes	USDH	712-5649	knichols@usaid.gov
Peterson, Dana	Elections/Political Processes	PMI	712-1082	dapeterson@usaid.gov
Peterson, Lisa	Program/Information	R&RS	661-5833	lpeterso@rrs.cdie.org
Shaiko, Ron	Elections/Political Processes	DF	712-4485	rshaiko@usaid.gov
Silver, Robin	Strategies/Field Support	DF	712-0567	rsilver@usaid.gov
Sparks, Cheryl	Program/Information	R&RS	661-5828	csparks@rrs.cdie.org
Stromsem, Jan	Rule of Law	DOJ	712-0568	
Swain, Diana	Governance	USDH	712-4234	dswain@usaid.gov
Wiebler, John	Program/Information	USDH	712-5532	jwiebler@usaid.gov
Wilcox, Rachael	Program/Information	R&RS	661-5834	rwilcox@rrs.cdie.org

*See page 46 for biographical information on Center technical staff.

Key:

DF - Democracy Fellow
DOJ - Department of Justice detailee
DOL - Department of Labor detailee
IPA - Intergovernmental Personnel Act
PASA - Participating Agency Service Agreement

PMI - Presidential Management Intern
PSC - Personal Service Contractor
R&RS - Research & Reference Services Project/CDIE
RSSA - Resources Support Services Agreement
USDH - U.S. Direct Hire

A DG CENTER OVERVIEW

USAID has identified **?***building sustainable democracies***?** as one of the Agency's four overarching goals. In 1994, the Global Bureau established the Center for Democracy and Governance to serve as the Agency's focal point for this critical area of sustainable development. The Center's primary purpose is to **?***...promote the transition to and consolidation of democratic regimes throughout the world***?** by improving the Agency's overall effectiveness in this sector.

The Agency's primary means of implementing DG programs in **?**presence**?** countries remains USAID missions. The Center's role is to assist USAID missions by providing technical support, where appropriate, and having in place mission-friendly implementing mechanisms specifically targeted to DG programs. In addition, and only in well-defined circumstances, the Center's implementing mechanisms may be used to work in **?**non-presence**?** countries. Overall, the Center's support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.[1]

This *User's Guide* describes how USAID missions and bureaus can contact the Center's staff and access the technical services it provides. It presents an overview of the Center, information on staff and team assignments, and useful descriptions and contact information on each implementing mechanisms which missions and regional bureaus may access.

The implementing mechanisms described in this document are directly supportive of the Agency's four democracy-related objectives. They are 1) **strengthening rule of law and human rights**, 2) **more genuine and competitive political processes**, 3) **increased development of a politically active civil society**, and 4) **more transparent and accountable government institutions**.

Technical Teams: The Center maintains a professional staff of democratic development experts. They are assigned to six technical teams that parallel the four DG objectives (**Rule of Law, Elections and Political Processes, Civil Society,** and **Governance**). The fifth and sixth teams, **Strategic Planning and Field Support** and **Program and Information,** cross-cut the four objectives and are described below. An experienced senior advisor (team leader) heads each team. Technical teams provide strategic direction and manage a number of indefinite quantity contracts (IQCs), cooperative agreements, inter-agency agreements, and grants that extend their work in the technical areas. The mechanisms are easy-to-use and provide relevant expertise to field missions on demand.

Regional Teams: In addition, the Center maintains four regional teams for better field support to missions. They complement the technical teams and allow the Center to form a **?**matrix-based**?** management structure. The regional teams correspond to the Agency's regional bureaus: **AFR** (Africa), **ANE** (Asia and the Near East), **ENI** (Europe and the New Independent States), and **LAC** (Latin America and the Caribbean). Each team is led by a regional coordinator and staffed by country backstops drawn from other parts of the Center, including the technical teams. The regional coordinators are drawn from the **Strategic Planning and Field Support** technical team.

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[1]**Technical Leadership:** Identifying, enhancing, and developing the tools and methodologies that USAID and others can use to support democratic development. The Center researches, analyzes, disseminates, and applies the lessons learned from current democracy programs. It also serves as "home base" for all of the Agency's DG officers and provides training, career advice, and support to those officers.

 Field Support: Supporting the development, implementation, and evaluation of mission DG programs and strategies. Center staff members provide on-site technical assistance and make available to missions a comprehensive range of indefinite quantity contracts, cooperative agreements, and grants, as described in this *User's Guide*.
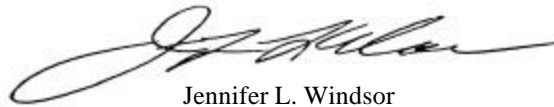
 Direct Program Management: Directing the activities of a limited number of programs designed to have a direct impact on democratic conditions in presence and non-presence countries (e.g., labor development, elections and political processes, and women's political participation).

Strategic Planning & Field Support: Upon request, the **Strategic Planning and Field Support** team assists missions by performing on-site DG sector and sub-sector assessments, assisting in the formulation of country-specific DG strategies, providing access to a common set of DG indicators (from which missions may select/modify for their strategic frameworks), and supporting evaluations of DG programs. Additionally, the Strategies Team manages selected mechanisms that ?cross-cut? the Center's portfolio, such as the Democracy Fellows Program, and addresses program initiatives which cross-cut the Agency's other major sectors.

Program & Information: The Program and Information Team oversees the development and monitoring of the Center's programs; directs the development of the Center's strategic plan, R4, and results packages; writes and publishes a wide array of Center print and electronic publications; and researches and compiles DG-related technical information on request. As part of its responsibilities, the team directs the activities of the G/DG Information Unit (CDIE/R&RS), which works with each of the technical teams and disseminates information about Center programs. This unit has initiated the Technical Publication Series and launched a new Intranet site to enable the Center to more effectively reach USAID missions and other audiences with the latest technical knowledge in the DG field **(see page 43 for a list of upcoming technical publications)**.

I hope you find this revised *User?s Guide* to be both informative and useful.

Sincerely,

Jennifer L. Windsor
Deputy Assistant Administrator
Director, Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research

TABLE OF CONTENTS

SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the Center and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the Center's *Strategic Plan, 1997-2002* or contact the Center directly. The *Center's Democracy and Governance: A Conceptual Framework* also presents the strategic thinking underlying USAID's and the Center's worldwide involvement in these areas; ordering information is found on p. 42.

RULE OF LAW

The phrase **?**rule of law**?** embodies the basic principles of due process and equal protection under the law. In many states where fundamental laws have yet to be enacted or where democratic traditions are weak, existing laws may not be equitable or equitably applied and judicial independence is compromised. Civil and political rights, especially for women and minorities, are not truly guaranteed. Institutions have not yet developed the capacity to administer existing laws. The Center has distilled USAID experience in these areas and has developed mechanisms designed to improve

- **?** Legal reform
- **?** Administration of justice
- **?????**Citizens**?** access to justice
- **?** Respect for human rights
- **?** Constitutions and fundamental law

ELECTIONS AND POLITICAL PROCESSES

Free and fair elections reflecting the will of the people are essential to a functioning democracy. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate. Many countries, however, lack the institutional capacity to plan and implement such elections. The Center concentrates on seven elements essential to free and fair political processes:

- **?** Impartial electoral frameworks
- **?** Credible electoral administration
- **?** Effective oversight of electoral processes
- **?** Informed and active citizenries
- **?** Representative and competitive multi-party systems
- **?** Inclusion of women and other disadvantaged groups
- **?** Effective transfers of political power

CIVIL SOCIETY

The hallmark of a democratic society is the ability of individuals to associate with like-minded individuals, express their views publicly, openly debate public policy, and petition their government. **?**Civil society**?** is the term which best describes the nongovernmental, not-for-profit, independent nature of this segment of society. USAID is working to strengthen commitment to an independent and politically active civil society in developing countries. The Center works to enable civil society organizations and independent trade unions to advocate policy reforms by

- Encouraging the development of enabling environments
- **?** Assisting groups to become financially viable and self-sufficient

GOVERNANCE

A key determinant of successful democratic consolidation is the ability of democratically elected governments to provide "good governance." While many citizens of developing countries value characteristics associated with democracy (e.g., elections, human rights, and representation), they are equally interested in qualities such as public accountability, responsiveness, transparency, and efficiency. The Center focuses its governance support on

- **?** Anti-corruption initiatives
- **?** Decentralization and local capacity-building
- **?** Civil-military relations
- **?** Public policy development and implementation
- **?** Legislative strengthening

**USAID Country and Regional Programs with
Democracy and Governance Objectives in 1998**[*]

	AFR	ANE	ENI	LAC	Total
Total USAID missions/other operating units	**28**	**13**	**23**	**18**	**82**
Number with DG objectives	24 (86%)	10 (77%)	21 (91%)	15 (83%)	70 (85%)
Objective 2.1: **Rule of Law**	Eritrea, Ethiopia, Malawi, Mozambique, Rwanda, Senegal, South Africa, Tanzania, Uganda (9)	Bangladesh, Cambodia, Egypt, India, Indonesia, Mongolia, Nepal, Philippines, West Bank/Gaza (9)	Albania, Armenia, Belarus, Bulgaria, Croatia, Georgia, Moldova, Russia, Slovakia, Ukraine (10)	Bolivia, Brazil, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, LAC Regional[**], Mexico, Nicaragua, Paraguay, Peru (15)	43
Objective 2.2: **Elections and Political Processes**	Angola, Ghana, Kenya, Liberia, Malawi, Mozambique, Senegal, Zambia (8)	Bangladesh, Cambodia, Mongolia, Nepal, West Bank/Gaza (5)	Albania, Armenia, Belarus, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Russia, Slovakia, Tajikistan, Ukraine, Uzbekistan (14)	Bolivia, Dominican Republic, El Salvador, Guyana, Haiti, Honduras, LAC Regional[**], Mexico, Nicaragua, Paraguay, Peru (11)	38
Objective 2.3: **Civil Society**	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Liberia, Malawi, Mali, Mozambique, Namibia, Nigeria, RCSA[**], Rwanda, Sahel Regional[**], Senegal, Somalia, South Africa, Africa SD, Tanzania, Uganda, Zambia, Zimbabwe (24)	Bangladesh, Cambodia, Egypt, Indonesia, Mongolia, Nepal, Philippines, West Bank/Gaza (8)	Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Lithuania, Macedonia, Moldova, Poland, Romania, Russia, Slovakia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (21)	Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, LAC Regional[**], Mexico, Nicaragua, Peru (11)	64
Objective 2.4: **Governance**	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Malawi, Mali, Mozambique, Namibia, Rwanda, Sahel Regional[**], Senegal, Somalia, South Africa, Africa SD[**], Tanzania, Uganda, Zambia (19)	Bangladesh, Cambodia, Egypt, Lebanon, Mongolia, Philippines, West Bank/Gaza (7)	Albania, Bulgaria, Georgia, Hungary, Kazakhstan, Kyrgyzstan, Lithuania, Macedonia, Poland, Romania, Russia, Slovakia, Tajikistan, Ukraine, Uzbekistan (15)	Bolivia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, LAC Regional[**], Mexico, Nicaragua, Paraguay, Peru (13)	54

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[*] Table source: *1998 USAID Agency Performance Report.* April 1999.

[**] Regional operating units other than USAID missions.

HOW THE DG CENTER IS ORGANIZED

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                        │Deputy Director│
                        └──────┬───────┘
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  │Information│    ┌──────┬────┼────┬────────┐      │ Planning & │
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        │      │Rule  ││Elections│ │ Civil  ││Governance│
        │      │of Law││& Political││Society ││        │
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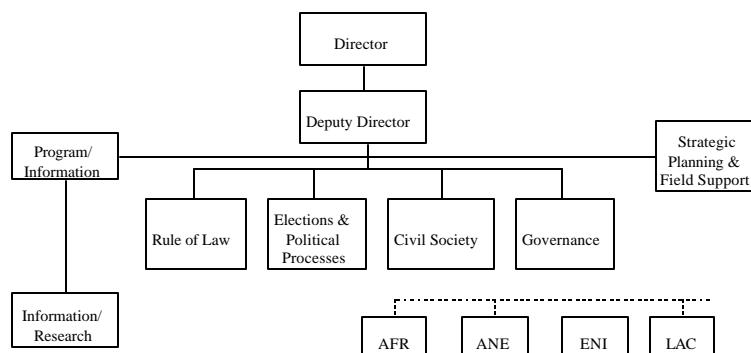
Jennifer L. Windsor,

Director
James E. Vermillion, Deputy Director

Technical Teams	Technical Team Leaders
- Rule of Law	Jan Stromsem (acting)
- Elections & Political Processes	Mark Feierstein
- Civil Society	Gary Hansen
- Governance	Diana Swain
- Strategic Planning & Field Support	Jerry Hyman
Regional Teams	Regional Coordinators
Africa	Susan Jay
Asia/Near East	Talal Hattar
Latin America/Caribbean	Steffi Meyer
Europe/New Independent States	Joshua Kaufman (acting)
- Program/Information	John Wiebler
Information/Research	Francis Luzzatto

Specialized Assignments	
- Labor Advisor (Civil Society)	Michaela Meehan
- Democracy Fellows Program	Talal Hattar
- Agency DG Personnel Issues	John Wiebler
- Women and Democracy	Susan Jay

NOTES: Regional teams are coordinated by the Strategic Planning & Field Support Team and are staffed by country backstops drawn from other parts of the Center. The G/DG Information Unit (funded through CDIE/RRS) is attached to the Program/Information function.

The information on this page was updated as of 6/15/1999. Because the assignments shift between printings of the *User's Guide*, USAID staff should refer to the Center's Intranet site, <www.usaid.gov/G/DG/>, for an up-to-date listing.

TECHNICAL TEAMS
As of June 15, 1999

Rule of Law
Jan Stromsem (acting), DOJ
Aleksandra Braginski, USDH
Michele Crawford, PASA
Michael Miklaucic, USDH

Elections and Political Processes
Mark Feierstein, USDH
Kara McDonald, PMI
Katherine Nichols, USDH
Dana Peterson, PMI
Ron Shaiko, DF

Civil Society
Gary Hansen, USDH
Harry Blair, IPA
Robert Hansen, USDH
Elizabeth Hart, DF
Michaela Meehan, DOL

Governance
Diana Swain, USDH
Gary Bland, DF
Brad Blitz, PSC
Stephen Brager, DF
Pat Isman-Fn**?**Piere, RSSA
(Michael) Eric Kite, PMI

Program/Information
John Wiebler, USDH
Patricia Allen, USDH
Francis Luzzatto, USDH
Karen Farrell, R&RS
Joshua Kaufman, R&RS
Lisa Peterson, R&RS
Cheryl Sparks, R&RS
Rachael Wilcox, R&RS

Strategic Planning & Field Support
Jerry Hyman, USDH
Robert Hansen, USDH
Elizabeth Hart, DF
Talal Hattar, PMI
Susan Jay, PMI
Robin Silver, DF

Key:
Technical team leaders underlined
DF - Democracy Fellow
DOJ - Department of Justice detailee
DOL - Department of Labor detailee
IPA - Intergovernmental Personnel Act

PASA - Participating Agency Service Agreement
PMI - Presidential Management Intern
PSC - Personal Service Contractor
R&RS - Research and Reference Services/CDIE
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REGIONAL TEAMS AND SPECIALIZED ASSIGNMENTS
As of June 15, 1999

Regional Teams

Asia/Near East (ANE)
<u>Talal Hattar, PMI</u>
Harry Blair, IPA
Karen Farrell, R&RS
Gary Hansen, USDH
Michael Miklaucic, USDH
Diana Swain, USDH

Africa (AFR)
<u>Susan Jay, PMI</u>
Michele Crawford, PASA
Elizabeth Hart, DF
Pat Isman-Fn'Piere, RSSA
Francis Luzzatto, USDH
Katherine Nichols, USDH
Dana Peterson, PMI
Lisa Peterson, R&RS
Ron Shaiko, DF

Latin America/Caribbean (LAC)
<u>Steffi Meyer, USDH</u>
Gary Bland, DF
Stephen Brager, DF
Mark Feierstein, USDH
(Michael) Eric Kite, PMI
Jan Stromsem, DOJ

Europe/New Independent States (ENI)
<u>Joshua Kaufman (acting), R&RS</u>
Gary Bland, DF
Aleksandra Braginski, USDH
Kara McDonald, PMI
Rachael Wilcox, R&RS

Specialized Assignments

**Information/Research/
Communications**
<u>Francis Luzzatto, USDH</u>
Karen Farrell, R&RS
Joshua Kaufman, R&RS
Lisa Peterson, R&RS
Cheryl Sparks, R&RS
Rachael Wilcox, R&RS

Women and Politics
<u>Susan Jay, PMI</u>
Jerry Hyman, USDH
Cheryl Sparks, R&RS

DG Personnel
<u>John Wiebler, USDH</u>
Steffi Meyer, USDH

Labor
<u>Michaela Meehan, DOL</u>

Democracy Fellows Program
<u>Talal Hattar, PMI</u>

Key:
Regional and specialized team coordinators <u>underlined</u>
DF - Democracy Fellow
DOJ - Department of Justice detailee
DOL - Department of Labor detailee
IPA - Intergovernmental Personnel Act

PASA - Participating Agency Service Agreement
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HOW TO ACCESS A DG CENTER IMPLEMENTING MECHANISM

Copies of current implementing mechanisms have been transmitted to all missions and to all Washington-based contracting officers (COs).

Accessing an indefinite quantity contract (IQC):
NOTE: There is no dollar value or time limit on delivery orders other than the ceiling and period of performance specified in the IQC. When more than one IQC has been awarded in a given category, a mission may either select one of the IQCs or compete the delivery order.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO)*.

2. After the CTO?s review, the mission sends a formal request to the appropriate CO to negotiate a delivery order under the IQC.

Accessing a leader with associates cooperative agreement:
NOTE: Please see page 18 for a more detailed explanation of this mechanism. Currently the leader with associates cooperative agreement is only available through the new human rights and rule of law cooperative agreements with the RIGHTS and IFES/Law Group Consortia, but could be adapted to other technical areas in the future.

Accessing a grant or a cooperative agreement (CA):
NOTE: Proposed programs must fit within the scope of the activities funded by the core grant. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA is required to implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the CTO along with the draft SOW. Such preferences will be given serious consideration.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO). (When possible, a notional budget should be attached.)

CEPPS only: Within three days the CEPPS members meet to decide whether to undertake the proposed program and which partner (or sub-grantee) will undertake the activity. (If a sub-grantee is required, an additional two weeks may be necessary.)

2. With mission/regional approval, G/DG requests CO to modify assistance instrument so as to incorporate the added activity.

Accessing a participating agency service agreement (PASA) or an interagency agreement (IAA):
NOTE: Proposed programs will be discussed with PASA or IAA agency staff to determine that agency's interest and ability to respond.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO).

2. After the G/DG and PASA/IAA review, mission is notified of approval and sends a formal request to the appropriate CO to negotiate a buy-in.

* The term "cognizant technical officer" or "CTO" is used throughout this publication in place of the term "contracting officer's technical representative" or "COTR," used in previous versions. While "COTR" is technically applicable only to contracts, "CTO" applies equally to contracts, grants, and all other mechanisms described in this guide.

STATEMENTS OF WORK LIBRARY

The Center for Democracy and Governance is building a library of statements of work (SOWs) and program descriptions that USAID democracy officers will be able to draw on when they are looking for starting points, models, and/or sources of inspiration in the design, implementation, and evaluation of democracy activities. In order to get the library together as quickly as possible, we are soliciting the help of those of you who (1) have SOWs or program descriptions that you're proud of and willing to share with others, and (2) have the time to follow the simple guidelines laid out below. This is one of those undertakings that might take a bit of time up front, but if we can make it work it should have a payoff in the end that makes it all worthwhile.

(Please share this with others in your mission who might have relevant SOWs and program descriptions to share. Economic growth officers, for instance, might have documents relevant to the corruption field.)

How to Make Contributions to the Library:

1. Identify those SOWs and program descriptions that you would like to contribute to the library

2. Use the numerical coding system (available on the Intranet or by email request to csparks@usaid.gov) to tell us how you would like your document filed. In some instances, you may want it filed under more than one category.

3. If the document is for an assessment or a design, please put an (A) after the numerical code; if it is for implementation, please put a (B) after the numerical code; if it is for evaluation, please put a (C) after the numerical code; and, if it is a Personal Services Contractor SOW, please put a (D) after the numerical code.

4. Date the document

5. Send the coded and dated document(s) to Cheryl Sparks, the Center's web development specialist. You can send it to her electronically (she's on the directory) or through regular mail to the G/DG Information Unit; 1331 Pennsylvania Avenue, NW; Suite 1425; Washington, DC 20004.

6. Please let us know if we can include the name of the drafter on the document. Including the name will allow us to give credit where credit is due, but it will also enable library customers to contact drafters should the customer have any questions on the SOW or the program description, or on the mission's experience during activity implementation. We will, of course, honor requests to not include the name of the document drafter.

7. Help us continue to build the library by remembering us when you draft new SOWs and program descriptions

Using the SOW Library:

1. You can access the library through the USAID Intranet or, for those of you who are not on the Intranet, by contacting Cheryl Sparks at the Center.

2. The following steps will get you to the Intranet: From the main USAID Intranet page (http://www.usaid.gov) , click on the site index, and select "Global Bureau." This will bring up an additional menu, from which you should select "democracy and governance." If you prefer to go directly to the DG internal site, you can simply type in the full URL: http://www.usaid.gov/G/DG. (Be sure to use all caps when typing in G/DG.)

3. The Center is NOT in a position to exercise qualitative control over the SOWs and program descriptions in the library. It will be up to users to judge the quality of the documents and to determine what elements of the SOWs and program descriptions are relevant and useful in any given situation.

4. We expect to have the library open for use by July 1, 1999.

CROSS-CUTTING SERVICES
(Agency Objectives 2.1-2.4)

- **DG Analytical Services**
- **Democracy Fellows**
- **Information Unit**

Strategic Planning and Field Support

Technical Team Leader
Jerry Hyman

USAID must make strategic decisions on how and where to invest for greatest impact in DG programming. The Center's role is to help USAID field missions and other parts of USAID and the U.S. government define a country-appropriate program to assist in the transition to and consolidation of democracy. To this end, the Center's Strategic Planning and Field Support Team has developed a flexible strategic assessment framework designed to analyze country-specific political conditions and craft targeted program interventions.

This cross-cutting objective has also involved work championing a review of the managing for results system, training and recruiting DG officers, managing implementing mechanisms for DG analytical services and the Democracy Fellows, and coordinating the Center's regional teams.

DG ANALYTICAL SERVICES

Strategic Support Objectives 2.1-2.4   **G/DG Contact**: Jerry Hyman

> **IQCs (Original/NMS Nos.):**
>
> | | |
> |---|---|
> | Development Associates, Inc. | AEP-5468-I-00-6005/AEP-I-05-96-90006 |
> | Management Systems International | AEP-5468-I-00-6006/AEP-I-06-96-90006 |

Purpose: These two IQCs have been designed primarily to provide analytical and implementational services and to advance the technical excellence of the Agency?s DG programs.

Possible Work Areas: The IQCs may be used to undertake DG assessments and to design DG sector strategies, evaluations, and indicators. They may be used to provide information, documentation, training, networking, and research. They may be used to purchase commodities and to implement DG programs. They may be used to provide direct technical assistance and/or advisory services to host country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance.

In order to achieve the purpose of the IQCs, to maximize the quality of the services, and to build a library of scopes of work (so that everyone does not need to start at?ground zero? in developing scopes), the Center will approve (and, if requested, share) all scopes of work and will ask users how the contractors performed. The resulting information will be used both to meet the new?performance risk? requirements for future bidders and to provide information on performance to missions as the contract period progresses.

PRIME CONTRACTORS:

Development Associates, Inc.	Management Systems International (MSI)
John H. (Jack) Sullivan	Roberta Warren
1730 North Lynn Street	600 Water Street, S.W.
Arlington, VA 22209-0677	Washington, DC 20024
Tel: (703) 276-0677	Tel: (202) 484-7170
Fax: (703) 276-0432	Fax: (202) 488-0754
E-mail: jsullivan@devassoc1.com	E-mail: rwarren@msi-inc.com
Website: http://www.devassoc1.com	

SUBCONTRACTORS:

To Development Associates, Inc.:	*To Management Systems International:*
League of Women Voters	The Asia Foundation
SUNY/Albany, Office of International Programs	International Foundation for Elections Systems (IFES)
	Internews Network
	Research Triangle Institute
	Southern University A&M, Center for International Programs
	SUNY/Albany, Center for Legislative Development (CLD)
	The Synergos Institute
	University of Florida College of Law, Center for Governmental Responsibility

NOTE: Please see p. 7 for a one-page description of?How to Access a DG Center Implementing Mechanism.? For additional information, please consult with the G/DG contacts identified at the top of this description.

DEMOCRACY FELLOWS

Strategic Support Objectives 2.1-2.4   **G/DG Contact:** Talal Hattar (CTO)

Cooperative Agreement (Original/NMS Nos.):
World Learning, Inc.   AEP-5466-A-00-5024/AEP-A-00-95-00024

Purpose: The Democracy Fellow Program's purpose is to develop the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended help to promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. professionals and technical experts who will have gained invaluable field experience in international democracy, development and governance issues.

Possible Work Areas: Fellows are expected to work in the specific field of democracy and governance, such as working with evolving democratic institutions or transitional governments; providing policy analysis and advice; developing evaluation indicators and practical applied (not purely academic) research or methodologies; actively promoting improved democratic practices; providing technical comment on host country, USAID, or other donor organizations' plans and programs; helping to strengthen the capacities of local democratic organizations; providing electoral/constitutional assistance; promoting legal or judicial administration; promoting legislative and electoral reforms; and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved **?**work product**?** (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation: Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires an equal measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from mission program budget funding (not OE budgets), via an OYB transfer to G/DG. G/DG is absorbing the cost of program management, operations, administration, or other overall expenses. Missions may sponsor a fellowship for a period or one or two years, or (as most missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

GRANTEE:
World Learning, Inc.
David Burgess
1015 15th Street, NW, Suite 750
Washington, DC 20005
Tel: (202) 408-5420
Fax: (202) 408-5397
E-mail: dem.fellows@worldlearning.org
Website: http://www.worldlearning.org

NOTE: Please see p. 7 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please contact the CTO identified at the top of this description.

Information Unit

Team Leader
Francis Luzzatto

The G/DG Information Unit provides communications, training, and research services to the Center. Examples of activities undertaken by the Information Unit:

- Development and maintenance of the Center's Intranet
- Organization the 1998 and 1999 Partners Conferences
- Organization of the annual training conferences, and other Center training events
- Publication of *Democracy Dialogue*
- Publication of *Democracy Dispatches*
- Publication of *Democracy Exchange*
- Publication of *Democracy Report*
- Publication of the Technical Publication Series
- Provision of DG reference services

INFORMATION UNIT

Strategic Support Objectives 2.1-2.4   **G/DG Contact:** Francis Luzzatto (CTO)

> **Contract:**
> Academy for Educational Development

Purpose: The overall goal of the Center's Information Unit is to increase the Center's status as a center of technical excellence, and to assist the Center's technical assistance to its partners and the field.

Work Areas: The Information Unit works in three principal areas: communications, training, and research. Its communications function covers the following activities, most of which are distributed exclusively through AIDNet to USAID staff. Those that are marked with an asterisk (*) are also available to an external audience upon request:

- Designing, editing, and publishing the *Democracy Dialogue* technical notes series *
- Writing/editing *Democracy Report*, a weekly electronic newsletter based on the Tuesday Group presentations to USAID staff
- Writing/editing *Democracy Exchange*, a periodic electronic newsletter to inform field and Washington DG staff of Center issues, events, and resources
- Writing/editing *Democracy Dispatches*, a two-part monthly electronic newsletter: the first part solicits input from the field on a particular topic, and the second part is an analysis of that feedback
- Designing, managing, and maintaining the Center's Intranet site
- Designing, managing, and maintaining the Center's Internet site *
- Designing, editing, and publishing documents in the Technical Publication Series *

Its training activities include the following:

- Coordinating the annual DG officers' training conference
- Coordinating the annual partners' conference
- Orienting/training new DG staff
- Advising technical teams on workshops/conferences

Its research activities involve the following:

- Researching and writing subsectoral background information in support of Center documentation
- Preparing Congressional Q&A's
- Performing an annual analysis of DG subsectoral and regional trends
- Providing DG reference services

NOTE: Please see p. 7 for a one-page description of "How to Access a DG Center Implementing Mechanism." For additional information, please email to <gdg-info@rrs.cdie.org>.

RULE OF LAW
Strengthening rule of law and respect for human rights
(Agency Objective 2.1)

Technical Team Leader
Jan Stromsem (acting)

Just as there are many ways of defining rule of law sector elements and problems, there are also numerous ways of developing rule of law programs. The Center supports work in rule of law in three areas:

- Improving outdated or otherwise inadequate legal frameworks and codifying human rights
- Strengthening justice-sector institutions
- Increasing citizens' access to justice

The relative importance of these factors in a given country depends upon its cultural and historical legacy and other contextually defined conditions.

Priority Areas: Legal reform, administration of justice, citizens' access to justice, respect for human rights, and constitutions and fundamental law

GENERAL RULE OF LAW

SSO Results Package Number: 936-SS01   **G/DG Contacts:** Michael Miklaucic (CTO, Amex Intl.)
Aleksandra Braginski (CTO, Chemonics)
Michael Miklaucic (CTO, NCSC)

IQCs (Original/NMS Nos.):

Amex International, Inc.	AEP-5468-I-00-6029/AEP-I-00-96-90029
Chemonics International, Inc.	AEP-5468-I-00-6030/AEP-I-00-96-90030
National Center for State Courts	AEP-5468-I-00-6031/ AEP-I-00-96-90031

Purpose: The purpose of these contracts is to support the rule of law throughout the world by enhancing the Agency's capacity to support the growth and sustainability of legal and judicial systems which promote respect for human rights, commitment to legal equity, and democratic principles.

Possible Work Areas

(1)   Legal Reform: The area of legal reform involves the drafting and revising of constitutions, codes, laws, decrees, and regulations, as well as the compilation and organization of sets of laws and codes.

(2)   Judicial Independence: In countries where the judiciary may not constitute a separate or equal branch, it may be strengthened through greater administrative and financial autonomy, merit selection of judges, and other methods of staff professionalization including in-service training.

(3)   Improved Administration of Justice: The objective of improved administration of justice is to achieve greater efficiency, effectiveness, and equity in the justice system. Areas of focus include building judicial accountability, improving data collection/analysis, improving court efficiency, and building intra-judiciary coordination.

(4)   Structural Reform: Structural reform refers to changes in the constitution, statutory, regulatory, or judicial organization and structures. Assistance in this area involves the development of mechanisms and means, such as technical and commodity assistance, to implement the structural reform.

(5)   Prosecution: Assistance will help define the roles and responsibilities of the judiciary, prosecutors, defense and police/corrections, and other components of criminal/civil justice processes; address structural, budgetary, ethical, performance standard, and record-keeping issues; and develop systems for public accountability in the prosecution of criminal/civil cases.

(6)   Legislative Development: Assistance will improve the capacity of the legislature to investigate, research, propose, and draft legislation; conduct public and open hearings on critical issues and legislation; support constituent services; review, propose, and oversee executive and judicial branch budgets; internal rule-making and legislative procedures; and the technical and professional development of legislative staff.

(7)   Alternative Dispute and Conflict Resolution: Alternative dispute resolution and conflict resolution entail the development of systems and options, drawing on processes such as mediation, arbitration, and good offices, that complement the court systems, increase access to justice, and achieve the peaceful resolution of public or private conflicts.

(8)   Access to Justice: This area involves the development of mechanisms to promote equal access for all to formal and informal systems of justice, as well as the development of legislation, regulations, and budgetary provisions for legal defense and dispute resolution.

(9)   Public Defense and Legal Aid: The objective of this work area is to develop mechanisms to provide legal representation regardless of financial means, political or socio-economic affiliations, etc.

(10)   The Rights of Disadvantaged Populations: This area involves strengthening the work of indigenous human rights organizations, with a primary focus on women's rights, women's political participation, the rights of ethnic, cultural, and religious minorities, and their political participation.

PRIME CONTRACTORS:

National Center for State Courts
Madeleine Crohn
1700 North Moore Street
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E-mail: mcrohn@ncsc.dni.us

Chemonics International, Inc.
William Slocum
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Suite 600
Washington, DC 20036
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E-mail: wslocum@chemonics.com

Amex International, Inc.
Donald Hart
1615 L Street, N.W., Suite 340
Washington, DC 20036
Tel: (202) 429-0222
Fax: (202) 429-1867
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SUBCONTRACTORS:

To National Center for State Courts:
African-American Institute
AMIDEAST
The Asia Foundation

To Chemonics International, Inc.:
Abt Associates
African-American Institute
Florida International University
Freedom House
International Center for Not-for-Profit
Law (ICNL)
IRIS Center, University of Maryland
Justice Management Institute
MetaMetrics
National Judicial College
Parliamentary Human Rights
Foundation
Partners for Democratic Change
The Spengenberg Group
Street Law

To Amex International, Inc.:
Barents Group (a KPMG company)
Center for Democracy

RESOURCE ORGANIZATIONS:

To National Center for State Courts:
NCSC has a total of 175 resource
centers based in Africa, Asia, Europe,
Latin America, the Middle East, and the
United States.

To Chemonics International, Inc.:
Conflict Resolution, Research, and
   Resource Institute
Max Planck Institute
Washington College of Law,
   American University

To Amex International, Inc.:
Partners for Democratic Change
GERDDES
The Rendon Group

NOTE: Please see p. 7 for a one-page description of **?**How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

SSO Results Package Number: 936-SS01   **G/DG Contact:** Aleksandra Braginski (CTO)

Cooperative Agreement (NMS No.):
RIGHTS Consortium   AEP-A-00-99-00016-00
IFES/Law Group Consortium   AEP-A-00-99-00017-00

Purpose: G/DG has awarded two "leader with associates cooperative agreements"[*] to nongovernmental organizations to enhance the Agency's capacity to promote respect for human rights and the rule of law by providing accelerated access to NGOs with extensive human rights and rule of law expertise.

The RIGHTS Consortium includes Freedom House as the lead organization with American Bar Association's Central and Eastern European Initiative (ABA/CEELI) and the National Democratic Institute for International Affairs (NDI). The second consortium includes the International Foundation for Election Systems (IFES) as the lead organization and The International Human Rights Law Group (Law Group).

Possible Work Areas: Both consortia offer programs in the following areas:

- Strengthening legal protections for human rights and gender equity in conformance with international standards
- Promoting the reform of judicial, legal, and regulatory frameworks (codes, laws, constitutions, etc.) that support democratic institutions and market-based economies
- Strengthening justice sector institutions, including the judiciary, prosecution, legal defenders, and civilian police
- Improving access to justice and the skills and knowledge necessary to use the justice system effectively, including legal literacy, legal, and alternative dispute resolution programs
- Promoting technical excellence and efficiency in human rights and rule of law programming

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[*] The **leader with associates cooperative agreement** is a new assistance arrangement under which missions may negotiate and award, with no further competition (and without the noncompetitive justification required by ADS 303), separate cooperative agreements or grants. Associate award provisions are loosely analogous to those for task orders under an IQC.

Accessing the Leader Grant

1. The mission/bureau sends a draft program description to the G/DG contact who serves as the CTO. Where possible, a notional budget should be attached.

2. G/DG reviews program description to ensure consistency with the leader award and forwards it to consortium lead organization(s).

3. For rapid response activities, consortium partners will meet within three working days to decide whether to undertake the proposed program. If an associate organization is involved an additional two weeks may be required.

4. For rapid response activities, partners will submit proposals to mission, with a copy to G/DG, within a maximum of two weeks after agreeing to undertake an activity. For other activities, an additional two weeks may be required.

Accessing Associate Award Mechanism:

1. The mission/bureau sends proposed program description to the G/DG contact. G/DG confirms in writing (email to mission) that the program description is consistent with the leader award. Mission/bureau, or G/DG upon mission request, forwards program description to consortium lead organization(s).

2. Partner(s) notifies mission and G/DG regarding its intention to undertake the activity and submits proposal to mission, with copy to G/DG, within mutually agreed upon time.

3. Mission contracting officer negotiates and awards the associate cooperative agreement or grant.

Core Activities:

Leader Cooperative Agreements**?** G/DG will fund core activities under the two leader cooperative agreements to which missions and regional and other central bureaus may also wish to contribute. Core funds will be spent on four main areas: rapid response assistance in non-presence and priority presence countries; regional and inter-regional human rights and legal advocacy networks; development and dissemination of resource materials; and assessment and evaluation. Core funding is, unfortunately, very limited, and field missions may fund core activities with their own funds.

Associate Award Activities**?** Missions/bureaus will fund all "associate" award activities.

IFES/LAW GROUP CONSORTIUM:

IFES (lead organization/consortium point of contact)
Sandy Coliver
1101 15th Street, NW
Third Floor
Washington, DC 20005
Tel: (202) 828-8507
Fax: (202) 452-0804
E-mail: scoliver@ifes.org
Website: http://www.ifes.org

International Human Rights Law Group
Ria Burghardt
1200 18th Street, NW
Suite 602
Washington, DC 20036
Tel: (202) 822-4600, ext. 11
Fax: (202) 822-4606
E-mail: Development@HRLawGroup.org

RIGHTS CONSORTIUM:

Freedom House (lead organization/consortium point of contact)
Lisa Davis
1319 18th Street, NW
Washington, DC 20036
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Fax: (202) 296-5078
E-mail: davis@freedomhouse.org

National Democratic Institute for International Affairs
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American Bar Association's Central and Eastern European
 Law Initiative
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AFFILIATES:

With the IFES/Law Group Consortium:
International Law Institute

With the RIGHTS Consortium:
American Center for International Labor Solidarity
Columbia University Center for the Study of Human Rights
The International Association of Women Judges
The International Center for Journalists
The International Rescue Committee
The International Women Judges Foundation
Northwestern University Law School
    Human Rights Center
Women Law and Development International

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

ALTERNATIVE DISPUTE RESOLUTION

SSO Results Package Number: 936-SS01   **G/DG Contact:** Aleksandra Braginski (CTO)

IQC (Original/NMS Nos.):
Conflict Management Group   AEP-5468-I-00-6022/AEP-I-00-96-90022

Purpose: Work under this contract shall seek to complement court systems, increase access to justice, achieve peaceful resolution to private and public disputes, and promote creative approaches to the resolution and management of conflict widely defined.

Possible Work Areas: An illustrative list of work assignments related to alternative dispute resolution (ADR) and conflict management includes the following:

C   Technical assistance for the implementation of alternative dispute and conflict resolution activities
C   Technical assistance for conducting assessments, building strategies, and/or engaging in project/program design
C   Research and evaluation of alternative dispute and conflict resolution efforts
C   Dissemination of information on ADR and conflict management activities
C   Sponsorship of conferences, training, and seminars on issues involving ADR and conflict management
C   Development of indicators of progress in ADR and conflict management
C   Capacity building for those organizations concerned with ADR and conflict management
C   Network building among organizations and individuals concerned with ADR and conflict management
C   Organizing and implementing country counterpart training and observational visits on ADR and conflict management

CONTRACTOR:
Conflict Management Group
Diana Chigas
20 University Road
Cambridge, MA 02138
Tel: (617) 354-5444
Fax: (617) 354-8467
E-mail: dchigas@cmgonline.org

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

U.S. DEPARTMENT OF JUSTICE

SSO Results Package Number: 936-SS01 **G/DG Contact:** Michael Miklaucic (CTO)

PASA (Original/NMS Nos.):
Department of Justice   AEP-5468-P-00-6024/AEP-P-00-96-90024

Purpose: Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID?s efforts in these areas, G/DG entered into a Participating Agency Service Agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID missions around the world can utilize DOJ?s expertise to conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas: Through its office for Overseas Prosecutorial Development, Assistance and Training, DOJ can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors, and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID missions to access DOJ?s expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short- to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities, such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Center for Democracy and Governance. USAID missions should contact Michael Miklaucic, the cognizant technical officer for the DOJ PASA, to discuss the agreement. Please do not contact DOJ directly.

NOTE: Please see p. 7 for a one-page description of ?How to Access a DG Center Implementing Mechanism.? For additional information, please contact the CTO identified at the top of this description.

INTERNATIONAL DEVELOPMENT LAW INSTITUTE (IDLI)

SSO Results Package Number: 936-SS01   **G/DG Contact:** Michael Miklaucic (CTO)

Grant (Original/NMS Nos.):
International Development Law Institute   AEP-G-00-97-00031-00

Purpose: To support specific programs being developed by the International Development Law Institute (IDLI) which contribute to USAID objectives in the rule of law field.

Possible Work Areas: Activities over the life of the grant might include training of lawyers and judges; development of judicial benchbooks; organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level; country legal sector needs assessments; activities developing synergisms among democracy, governance, and economic growth; technical assistance; and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs.

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate.

GRANTEE:
International Development Law Institute (IDLI)
L. Michael Hager, Executive Director
Via di San Sebastianello, 16
00187 Rome, Italy
Tel: 39-6-6992-2745
Fax: 39-6-678-1946
E-mail: mhager@idli.org

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism. **?** For additional information, please contact the CTO identified at the top of this description.

U.S. FEDERAL JUDICIARY

SSO Results Package Number: 936-SS01   **G/DG Contact:** Aleksandra Braginski (CTO)

IAA:
U.S. Federal Judiciary

Purpose: This inter-agency agreement (IAA) facilitates the participation of the U.S. Federal Judiciary in promoting the rule of law within the context of USAID strategies throughout the developing world. USAID missions can utilize the agreement as a means of sharing the expertise and experience of U.S. federal judges (and other judicial personnel) with counterparts in host country judges (and other judicial personnel) with counterparts in host country judiciaries.

Possible Work Areas: In addition to judicial exchanges, the IAA envisions workshops and training sessions on a range of topics including (but not limited to)

C   Judicial independence
C   Judicial administration
C   Judicial review
C   Constitutional courts
C   Judicial ethics
C   Judicial education
C   Jury systems
C   Case management
C   Alternative dispute resolution

This agreement must be accessed through the Center for Democracy and Governance (G/DG). USAID missions should contact Aleksandra Braginski to discuss the agreement. Please do not contact the U.S. Federal Judiciary, Administrative Office of the U.S. Courts, or the Federal Judicial Center directly. The agreement can be used in conjunction with delivery/task orders under other procurement mechanisms. For example, rule of law assessments, evaluations, training, or other implementation activities funded through contracts, cooperative agreements, or grants with other entities can be supplemented by the participation of U.S. Federal Judiciary personnel via a buy-in to this IAA.

NOTE: Please see p. 7 for a one-page description of **?**How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

ELECTIONS AND POLITICAL PROCESSES
More genuine and competitive political processes
(Agency Objective 2.2)

Technical Team Leader
Mark Feierstein

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly, are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective oversight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective transfers of political power.

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING

SSO Results Package Number: 936-SS02   **G/DG Contact:** Dana Peterson (CTO)

Cooperative Agreement (Original/NMS Nos.):
CEPPS   AEP-5468-A-00-5038/AEP-A-00-95-00038

Expiration Date: December 31, 2000

Purpose: G/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems, the International Republican Institute, and the National Democratic Institute for International Affairs. All three are leaders in this field and jointly they possess a vast amount of experience and expertise. CEPPS programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly.

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election.

Possible Work Areas: CEPPS has programs in the following areas: (1) pre-election assessments; (2) election administration; (3) political party development; (4) voter and civic education; (5) domestic and international observation; (6) post-election training; and (7) technical leadership, which includes assistance to legislatures and civic organizations as well as to political parties.

(1)   Assessments: Three types of assessments are available: (a) diagnostic pre-election assessments, for evaluating the state of preparations for elections and estimating the need for technical and material assistance; (b) political assessments, for gauging: the political will of incumbents to hold credible and competitive elections, the viability of political parties, the capability of civic organizations to undertake civic/voter education or election monitoring, and the broader enabling environment; and (c) specialized assessments for studying areas such as the application of emerging election technologies, parliament, and access to the media.

(2)   Election Administration: In election administration, CEPPS members will provide short- and long-term assistance to entities and individuals administering elections. This assistance can be provided to legislators and elections officials to help develop and strengthen the election laws or constitution, to address problems identified in pre-election assessments, to plan logistics and other administrative matters, and to train trainers of election workers and poll watchers for civic organizations and political parties. Where appropriate, commodity procurement and training is possible.

(3)   Political Party Development: Political party development encompasses training of political parties in long-term organizational, capacity building, and campaign techniques, as well as leadership/candidate development at the national, provincial, and local levels. Political party development also includes leadership development and promoting women's participation in the political process. All assistance to political parties is done in a nonpartisan manner. There is no direct financial assistance to parties.

(4)   Voter/Civic Education: In voter and civic education, CEPPS members conduct long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Issues addressed include voters' rights and duties, the conduct of an election, sample ballot review, transparency, accountability, and responsiveness of representatives. These educational activities can include support for message development and various media transmission, as well as research and evaluation.

(5)   Election Observation: Consistent with the focus on long-term, sustainable development, CEPPS plans to support training and capacity building for appropriate local NGOs to monitor elections, perform poll watching, conduct quick counts and other methods for monitoring the election process. Where appropriate, CEPPS will also organize international observers.

(6)   Post-Election Training: Legislative strengthening/training can be directed at national, provincial, or local legislative bodies. These programs can bolster legislative effectiveness through training in coalition building, serving constituents, oversight roles, and facilitating public access to the legislature. These

programs also include assistance in creating mechanisms for citizen participation in public policy, the development of legislation, and government accountability.

(7) <u>Technical Leadership</u>: Missions and regional bureaus may also wish to support CEPPS' technical leadership activities. CEPPS plans to hold symposia, conferences and exchanges on a variety of technical areas and will build regional networks of elections officials, NGOs, and political parties. CEPPS also aims to expand the participation of women and other under-represented groups, and will assist in-country partners in developing means to this end. CEPPS will also support the development of indigenous NGOs through small grants, TA, and improved coordination with other electoral institutions.

Core Activities: G/DG will fund CEPPS core activities to which missions and regional bureaus may also wish to contribute. Core funds will be spent on five main areas: rapid response assistance in non-presence countries and other special cases, regional and inter-regional networking, development and dissemination of resource materials, and evaluation mechanisms. Unfortunately the level of core funding will not support country level programs. Regional bureaus and field missions may fund CEPPS core activities using their own funds.

GRANTEES:

International Foundation for Election	International Republican Institute (IRI)	National Democratic Institute for
Systems (IFES)	AEP-5468-A-00-5038-00	International Affairs (NDI)
Chris Siddall	Colleen House	Patrick Merloe
1101 15th Street, NW	(lead contact for CEPPS)	1717 Massachusetts Avenue, NW
Third Floor	1212 New York Avenue, NW, Suite	Fifth Floor
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Tel: (202) 828-8507	Washington, DC 20005	Tel: (202) 328-3136
Fax: (202) 452-0804	Tel: (202) 408-9450	Fax: (202) 939-3166
E-mail: chris@ifes.org	Fax: (202) 408-9462	E-mail: pat@ndi.org
Website: http://www.ifes.org/	E-mail: chouse@iri.org	Website: http://www.ndi.org
	Website: http://www.iri.org	

AFFILIATES:
CEPPS has named several affiliates with which it may work to support CEPPS programs. The groups listed in the cooperative agreement are The Asia Foundation, the African American Institute, and CAPEL.

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

GENERAL ELECTIONS AND POLITICAL PROCESSES

SSO Results Package Number: 936-SS02   **G/DG Contact:** Kara McDonald (CTO)

IQC (Original/NMS Nos.):
IFES   AEP-5468-I-00-6003/AEP-I-00-96-90003

Expiration Date: September 12, 1999[*]

Purpose: To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

Possible Work Areas: This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical and advisory and assistance services in the area of elections and political processes. Services will involve the following functional activities:

(1)   Election Administration: May include country-specific assessments to identify the needs and constraints of conducting "free and fair" elections; technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments; and the provision of commodities, poll-worker training, training for election officials, voter education.
(2)   Political Party Development: May include support to political parties and support for assistance to legislatures to strengthen the political process.
(3)   Voter/Civic Education and the Role of Observers: May include long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Support for international observations, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible.
(4)   Technical Leadership Services: Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process.

Possible activities include pre-election assessments; electoral laws/legal framework for elections; training of election commissions; poll watchers and/or assistance to other polling officials; election commodity specifications, development, and procurement; political party training and development; training of indigenous or international election observers; development of civic or voter education programs; training in civic or voter education; training of election officials, legislators, and government leaders; development of programs that address gender, minority, and ethnic issues; assessment, evaluation, and/or indicator development; and campaign management.

CONTRACTOR:
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    Systems (IFES)
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NOTE: Please see p. 7 for a one-page description of **?**How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

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[*] A new RFP has been issued in anticipation of the September 12th expiration date of the current IQC. G/DG expects the new IQC award to be made prior to the expiration date of the IFES IQC. New aspects of the IQC include an initial task order to pre-position resources for quick mobilization of the contractor to address urgent requirements for assessments, strategy formulation, and implementation of start-up; an increased ceiling level; a five-year life of the contract; guidelines on political party assistance; the incorporation of local election initiatives as an eligible IQC activity; and a modified cost-structure.

GLOBAL WOMEN IN POLITICS

SSO Results Package Number: 936-SS02   **G/DG Contact:** Susan Jay (CTO)

Cooperative Agreement (Original/NMS Nos.)
The Asia Foundation   AEP-5468-A-00-5037/AEP-A-00-95-00037

Purpose: The G-WIP program will achieve the following four objectives:
C Increase awareness, strengthen advocacy, and expand access to positions and processes
C Promote equitable laws, policies, and practices
C Strengthen regional capacity to implement and enforce effectively laws, policies, and decisions
C Promote networking that will facilitate transfer of ideas, strategies, and resources and will build regional and international solidarity among women and women's groups

Possible Work Areas: TAF's $1 million grant will only support G-WIP's core activities (described below). G/DG will take responsibility for working with TAF and M/OP in order to expedite mission and bureau add-ons, when consistent with G-WIP's program goals. Core activities will include the following:
C Resource collection and establishment of a global women in politics information clearinghouse and resource center
C A series of regional workshops to facilitate sharing of models, strategies, tools, and techniques to transfer lessons learned within and across borders
C Pilot projects to develop and expand women's political participation including training in basic leadership skills, campaigning for elected office, advocacy and monitoring skills, gender sensitivity, raising political awareness, legal rights education, and how politics affects daily life
C A global Internet initiative on women in politics

Possible activities to be undertaken through add-ons include
C Hands-on political campaign training, i.e., the provision of skills and tools, at all levels of elected office, for women candidates and their staff
C Advocacy training workshops designed to teach women leaders how to identify issues ripe for advocacy campaigns, build a coalition around an issue, develop a strategic plan, carry the plan through and achieve positive change
C Basic leadership training designed to impart skills to women in the areas of public speaking, message formulation and delivery, working with the media and resource mobilization
C Workshops for men and women policymakers designed to raise awareness of women's needs, interests and views on issues
C Workshops related to gender issues and policy-making tools (e.g., How to use the Beijing conference's platform for action as an advocacy tool)
C Training designed to raise grassroots women's political awareness, including how politics affects their daily lives and the need to be involved as informed voters, activists, and leaders

GRANTEE:

The Asia Foundation
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Website: http://www.asiafoundation.org

REGIONAL PARTNERS:

America-Mideast Educational and Training
      Services, Inc. (AMIDEAST)
Participa (Chilean NGO)

NOTE: Please see p. 7 for a one-page description of ? How to Access a DG Center Implementing Mechanism. ? For additional information, please contact the CTO identified at the top of this description.

CIVIL SOCIETY
Increased development of a politically active civil society
(Agency Objective 2.3)

Technical Team Leader
Gary Hansen

It is through the advocacy efforts of civil society organizations that people are given a voice in the process of formulating public policy. Organizations including human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating the public and the government on important local and national issues. Many civil society organizations take on controversial issues. They champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

Priority Areas: Encouraging the development of enabling environments and assisting groups to become financially viable and self-sufficient

GENERAL CIVIL SOCIETY

SSO Results Package Number: 936-SS03   **G/DG Contact:** Gary Hansen (CTO)

IQCs (Original/NMS Nos.):
Management Systems International   AEP-5468-I-00-6012/AEP-I-00-96-90012
World Learning, Inc.   AEP-5468-I-00-6013/AEP-I-00-96-90013

Purpose: The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building; (2) sectoral support; and (3) conferencing/networking.

Possible Work Areas:
(1) Institutional Capacity Building
The objectives of this activity are (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs); and (b) to improve the overall capacity of USAID missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as strategic planning and management, financial management and evaluation, and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID missions and bureaus to design, implement, and evaluate civil society programs.

(2) Sectoral Support
The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights; judicial and legal reform; electoral reform and political party development; decentralization and local government reform; legislative reform; and sectoral reform and policy-making in such areas as economic growth, labor, land tenure, and resource use.

(3) Networking
The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U.S., and international CSOs. Additionally, this activity will increase the linkages between primary level (e.g., self-governing associations), intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think tanks and policy institutes, university departments (e.g., law faculties, media), and training and research institutes.

PRIME CONTRACTORS:

Management Systems International   World Learning Inc.
AEP-5468-I-00-6012-00   AEP-5468-I-00-6013-00
Joan Goodin or Roberta Warren   Bonnie Ricci
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SUBCONTRACTORS:

To Management Systems International   *To World Learning, Inc.*
Institute for Development Research   America?s Development Foundation
International Foundation for Election Systems   Associates in Rural Development
Internews Network   Development Associates
League of Women Voters Education Fund   American University School of Communications
Synergos Institute
RESOURCE ORGANIZATIONS:
To Management Systems International

Advocacy Institute
American Federation of Teachers Educational Foundation
Communications Consortium Media Center
Transparency International
CIVICUS
Esquel Group Foundation
GERDDES
International Council on Adult Education
Organizacion Civica

To World Learning, Inc.
Johns Hopkins University, Institute for Policy
  Studies
International Center for Not-for-Profit Law
Search for Common Ground
Center for Citizen Advocacy
Amex, Inc.

NOTE: Please see p. 7 for a one-page description of **?**How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

LABOR DEVELOPMENT

SSO Results Package Number: 936-SS03   **G/DG Contact:** Michaela Meehan

Grant (NMS No.):
American Center for International Labor   Solidarity

Note: Through G/DG, USAID has provided a global grant to the American Center for International Labor Solidarity (Solidarity Center). The Solidarity Center carries out labor development programs formerly administered by the AFL-CIO regional institutes, which included the African-American Labor Center, the Asian-American Free Labor Institute, and the American Institute for Free Labor Development.

Purpose: The Solidarity Center provides technical assistance to and collaborates with indigenous trade union organizations to (1) enhance trade union democracy and the role of unions in the strengthening of civil society; (2) promote the establishment of democratic systems through advocacy for reform; (3) to enable unions to participate actively in the formulation of public policies that create the conditions for broad-based economic growth; (4) promote the acceptance of international labor standards and enforcement of national labor legislation; and (5) to encourage the elimination of child labor and protection of the rights of women workers.

Possible Work Areas: With the consolidation of the AFL-CIO regional institutes into a new single entity, USAID and the Solidarity Center will continue to seek new and innovative approaches to formulating and implementing global labor programs. For the next five years (1997-2002), the USAID grant will focus on the strategic role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies, which are intrinsically linked to the future of work in the global economy.

Mission and bureau add-ons to the grant are encouraged. The proposed program must fit within the scope of the activities funded by the core grant from G/DG. Because the grant is an assistance instrument, the Solidarity Center must agree that the proposed activity fits within USAID's overall development strategy.

GRANTEE:
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NOTE: Please see p. 7 for a one-page description of ❓How to Access a DG Center Implementing Mechanism.❓ For additional information, please consult with the G/DG contact identified at the top of this description.

GOVERNANCE
More transparent and accountable government institutions
(Agency Objective 2.4)

Technical Team Leader
Diana Swain

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to deliver basic services, the degree to which a government is able to carry out its functions at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Anti-corruption initiatives, decentralization and local capacity-building, civil-military relations, public policy development and implementation, and legislative strengthening

GENERAL GOVERNANCE

SSO Results Package Number: 936-SS04   **G/DG Contact:** (Michael) Eric Kite (CTO)

IQCs (Original/NMS Nos.):

Development Alternatives	AEP-5468-I-00-6008/AEP-I-00-96-90008
Associates in Rural Development	AEP-5468-I-00-6009/AEP-I-00-96-90009
Casals and Associates	AEP-5468-I-00-6010/AEP-I-00-96-90010

Expiration Dates: October 16, 1999: Development Alternatives
October 15, 1999: Associates in Rural Development
October 1, 1999: Casals and Associates

Purpose: To provide governance services to promote transparency and accountability of governments in policy-making and resource use. A range of services is available to G/DG, bureaus, missions, and host governments in the field of governance to include research, technical assistance (including program and project development), training, dissemination, and some commodities assistance.

Possible Work Areas: The three overall governance awards include all of the following functional areas: (1) decentralization and local government support; (2) public financial, administrative, and personnel controls that promote transparency and accountability; (3) legislative strengthening to include parliaments, legislatures, regional and municipal bodies, and citizens groups; and (4) related constitutional, procedural, ethical, and legal structures consistent with good democratic governance practices.

Decentralization and Participatory Government: The decentralization and participatory government activity has two objectives: (a) to increase participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both formal state and non-state actors; and (b) to increase local participation in all levels of government, and to assist local government to serve as a balance/counterbalance to central state authorities. Examples of assistance include strengthening the functioning of local government, advising on practices to combat corruption, assisting with decentralization planning and implementation, and collaborating on strategies to increase participation in the government sector.

Public Management and Administration: The objective of this activity is to increase the capacity and performance of government agencies and NGOs to execute functions such as those related to the management of public goods and services, public safety, and economic and social reform. Providing technical assistance and training to increase the capacity and performance of public agencies and NGOs to execute government functions related to obtaining, allocating and monitoring resources will be emphasized. Examples of assistance include developing programs to address problems of transparency; providing training in finance, administrative and management systems; and advising on civil service reform to increase utilization of resources for priority activities.

Legislative Strengthening? Legislatures, Parliaments, Municipal/City Councils and Citizens Groups: The objective of this activity is to improve the capacity, performance, oversight, and representative functions of law-making bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance. Examples of assistance include advising on the development of democratic procedures and practices; training on best practices for public officials, policy formulation, public meetings and hearings, and public policy mediation and negotiation; and drafting of laws and regulations.

Constitutions and Legal Frameworks: The objective of this activity is to improve the fundamental rules and institutional structures or arrangements of host countries to better support democratic reforms and good governance goals. Assistance may include providing technical advice to executive, legislative branches, and NGOs in the development of micro/macro constitutional or regulatory frameworks and legal provisions, e.g., for referenda or reviews of bureaucratic decisions, appeals processes for grievances, and assisting government and NGO representatives to develop strategies that strengthen the interrelationship between government authorities and civil society.

PRIME CONTRACTOR:

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Casals and Associates, Inc.
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SUBCONTRACTORS:

To Associates in Rural Development:
American Manufacturers Export Group
Center for Legislative Development, State
    University of New York at Albany
Checchi and Company Consulting, Inc.
International Management Development
    Institute, University of Pittsburgh
Weidemann Associates, Inc.

To Development Alternatives, Inc.:
Development Associates, Inc.
Georgia State University
Government Finance Officers
    Association
Hogan & Hartson, LLP
International Law Institute
Mendez, England & Associates
National Academy of Public
    Administration

To Casals and Associates, Inc.:
Freedom House
Institute for Contemporary
    Studies
International Center for Self-
    Governance
International Center for
    Economic Growth
Public Administration Service
The Rendon Group
United States Association of
Former Members of Congress
United States Conference of
    Mayors

RESOURCE ORGANIZATIONS:

*To Associates in Rural
    Development:*
African-American Institute
Council of State Governments
International Union of Local Authorities
University of Texas at Austin

To Development Alternatives, Inc.:
The Asia Foundation
Carrie Chapman CATT Center for
    Women and Politics and
    College of Liberal Arts and
    Sciences (Iowa State
    University)
The Center for Legislative
    Development (Philippines)
Lasa Monroig & Veve
Rutgers, The State University of New
    Jersey
Sister Cities International
The United State Conference of Mayors

*To Casals and Associates,
    Inc.:*
Center for Strategic and
    International Studies
Esquel Group Foundation
Shaw, Pittman, Potts, and
    Trowbridge

NOTE: Please see p. 7 for a one-page description of **?**How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

LEGISLATIVE STRENGTHENING

SSO Results Package Number: 936-SS04   **G/DG Contacts:** Pat Isman-Fn'Piere (CTO)
                                                                     Stephen Brager

IQC (Original/NMS Nos.):
The Research Foundation of SUNY/Albany   AEP-5468-I-00-6004/AEP-I-00-96-90004

Expiration Date: October 10, 1999[*]

Purpose: To improve the capacity, performance, oversight, and representative functions of lawmaking bodies. Specifically, this activity will improve the deliberative process to better represent the public interest and monitor governmental performance.

Possible Work Areas: Missions and bureaus will be able to draw on this IQC to develop general programs and specific projects to address the following activities:

C   Providing assistance to host country officials and NGOs in the development of democratic procedures/practices; and providing advice and training on the implementation and enforcement of the rules and conduct of public discourse

C   Providing training to host country officials and NGOs on best practices for public officials, policy formulation, public meetings/hearings, and public policy mediation/negotiation

C   Providing advisory services pertaining to the drafting, enforcement and implementation of laws, regulations, and ordinances consistent with a democratic government reform

C   Providing commodities on a limited basis to increase the efficiency, knowledge, and physical infrastructure of deliberative bodies when engaged in or related to key areas of democratic reform

PRIME CONTRACTOR:
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SUB-CONTRACTORS :
Development Associates
The National Conference of State Legislatures
Institute for Public Administration

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

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[*] A follow-up IQC is expected to be in place by September 30, 1999.

SSO Results Package Number: 936-SS04   **G/DG Contact:** Eric Kite (CTO)

> **Grant (Original/NMS Nos.):**
> Transparency International   AEP-5466-G-00-5028/AEP-G-00-95-00028

Purpose: Transparency International (TI) is a Berlin-based NGO whose mission is to curb corruption through international and national coalitions encouraging governments to establish and implement effective laws, policies, and anti-corruption programs. TI hopes to strengthen public support for anti-corruption programs and enhance transparency and accountability in government.

Possible Work Areas: TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments in developing and implementing national anti-corruption programs. To date, TI has established over 70 national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values. TI is also developing an information center and conducting research into aspects of containing corruption; participating in public fora; using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it; and compiling an annual index of perceptions of corruption around the world.

Mission and bureau add-ons to the grant are possible. Because the grant is an assistance instrument, TI must agree that the proposed activity fits within its existing program.

In addition to this core grant, the Center launched a three-year grant to TI in September 1997. This grant pays for four regional anti-corruption conferences as well as intensive anti-corruption work in 8-10 countries. The country-focused work starts with a baseline survey on corruption in the country and an integrity workshop that allows participants to identify key problems in their country related to corruption and lay out strategies for overcoming them. Workshop participants include government officials, academics, journalists, civil society representatives, and business leaders who jointly have the capacity to carry out the reforms they propose.

After the kick-off workshop, TI would work with workshop participants to assess the types and content of technical assistance most needed and arrange to have it provided. Such areas might include assistance in designing and even implementing regulatory reform, ethics guidelines, financial management systems, training in advocacy, public awareness raising, etc. No more than a year later, TI would conduct a second survey and a follow-up workshop to review progress, assess the implications for future work, and revise the priorities, timetable, and responsibility assignments as necessary. TI would again assist in providing or accessing technical assistance.

The G/DG grant would pay for the two workshops and the management time of TI throughout the integrity program. Funding for the surveys and specific anti-corruption interventions would come from the host-country government, USAID mission, and/or other donors. TI anticipates working in countries where there are suitable partners in government and civil society who are genuinely committed to reform and where USAID missions have identified transparency and accountability as areas to work in.

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NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

PARTNERSHIP FOR DEMOCRATIC GOVERNANCE AND SECURITY

SSO Results Package Number: 936-SS04

G/DG Contacts: Brad Blitz (CTO)
Stephen Brager

Cooperative Agreement (NMS No.):
Partnership for Democratic Governance and Security   AEP-A-00-98-00014-00

Purpose: G/DG has awarded a cooperative agreement to support the Partnership for Democratic Governance and Security. The partnership is headed by the National Democratic Institute for International Affairs (NDI) in association with the Center for Civil-Military Relations (CCMR) of the Naval Postgraduate School in Monterey, California. In addition, the partnership presently consists of three contributing partners: the Universidad Torcuato di Tella and SER (Seguridad Estratégica Regional) en el 2000, both of Argentina, and the Institute for Security and Development Studies (ISDS) of the Philippines.

The purpose of the agreement is to foster civil-military relations that are compatible with and conducive to democracy. The global civil-military relations program will pursue the following general objectives: 1) to increase the capacity of both civilian government institutions and non-governmental organizations to understand, analyze, and propose policy in security and defense-related matters; 2) to support and encourage civil-military interaction, discussion, and dialogue; and 3) to facilitate the public availability and exchange of information on such matters. More specific descriptions of programming areas are found below.

(1)   <u>Civilians in Government</u>: One objective of the PDGS cooperative agreement is to increase the capacity of civilian branches of government to perform their functions of management and oversight of the military within a democratic context. This includes educating government officials about their roles and responsibilities vis-a-vis security and defense issues, the role and mission of the armed forces, democratic management and oversight of the military, transparency of the military budget, and military accountability to civilian governance. Elected officials, members of the civil service, and appointed staff of both the legislative and the executive branches require skills and knowledge about civil-military relations to carry out their functions effectively.

(2)   <u>Civil Society Training</u>: The PDGS also aims to educate civilians outside of government about the role they can play in strengthening civil-military relations which are supportive of democracy. These civilians and their organizations range from academics and universities, think tanks, journalists, and NGOs that mediate civil-military interaction to human rights lawyers and NGOs, watch dog organizations, labor and trade unions, and advocacy groups. To attain this end, the PDGS provides activities that raise public awareness about civil-military relations and security issues; train journalists in reporting on security and military issues; increase the capacity of NGOs to oversee the military's budget, expenditures, and activities; and expand civil society's level of expertise about the military, its role and mission, and its relationship to society and politics.

(3)   <u>Civil-Military Interaction</u>: The PDGS recognizes that a major obstacle to the formation of more democratic civil-military relations is the tendency for civilians and military to view each other with distrust, suspicion, and disrespect, thus failing to seize opportunities to exchange views, information, and ideas. The PDGS member institutions work to promote greater interaction between civilians and the military, establish dialogues on issues of common concern, and build trust and confidence between them.

(4)   <u>Public Availability of Information</u>: The partnership can work with missions and local actors to promote greater openness and easier access to information regarding defense, security, and military affairs, such as national laws on defense and the armed forces, publication of the military budget, information on the defense industry, military activities, and security threats. The PDGS can provide access to training of journalists to investigate and report on military and security affairs and to promote greater media interest in these issues.

(5)   <u>Information Dissemination</u>: In order to expand on the knowledge of both civilians and the military, the PDGS has created the Governance and Defense Clearinghouse. The clearinghouse makes available, both on-line and in hard copy, journal articles and working papers, PDGS-produced resource publications and case studies, information on defense and military laws, security affairs educational programs and scholarships, academic abstracts and bibliographies regarding civil-military relations, and masters degree theses produced at CCMR.

(6)   <u>Technical Leadership</u>: Missions and regional bureaus may wish to participate in the PDGS' technical leadership activities. The partnership will hold conferences, seminars, and exchanges dealing with a variety of technical areas to determine best practices and identify lessons learned. Another purpose of these activities is to built networks of legislators, civilian members of ministries of defense, military officers, NGOs, scholars, and journalists.

Core Activities: G/DG is funding the core activities of the partnership. Core funds will be spent on six areas: a) rapid response assistance in non-presence countries and other special cases, b) building regional and inter-regional networks, c) the production of resource materials, d) information and dissemination, e) the development of a security affairs curriculum for use in democratizing countries, and f) the development of indigenous NGOs through small grants, TA, and improved coordination with other organizations concerned with security affairs. Core-funded activities that benefit USAID missions may be supplemented through mission add-ons (OYB transfers) to fund country-level programming.

GRANTEE:
National Democratic Institute for International Affairs (NDI)
William Nash
1717 Massachusetts Avenue, NW
Fifth Floor
Washington, DC 20036
Tel: (202) 745-4510
Fax: (202) 265-0168
E-mail: wnash@ndi.org
Website: http://www.ndi.org

SUB-GRANTEES:
The PDGS has one cooperating partner, CCMR, that will work closely with NDI to carry out technical assistance for missions, implement in-country programming, and develop and publish resource publications and case studies. The three contributing partners (Universidad Torcuato di Tella, SER en el 2000, and the Institute for Security and Development Studies) will each have responsibility for specific aspects of the global activities and will contribute to country-level activities where appropriate.

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

IMPLEMENTING POLICY CHANGE, PHASE II

SSO Results Package Number: 936-SS04   **G/DG Contact:** Pat Isman-Fn?Piere (CTO)

    IQC (Original/NMS Nos.):
    Management Systems International   AEP-5470-I-00-5034/AEP-I-01-95-00034

Purpose: This five-year project offers missions and bureaus a mechanism for acquiring assistance to help host country public and private organizations manage the development and implementation of new policies.

Possible Work Areas: Building on the success of the first five years of the initial IPC project, IPC II provides expert services that enable host country managers and stakeholders to carry out their roles in the implementation of policy more effectively. The project supports the principles of democratic governance (which include participation, inclusion, accountability, and transparent deliberation and decision-making), and addresses the organizational, financial, political and technological issues associated with policy implementation.

The IPC project is designed

C To help government organizations use strategic approaches to (a) modify their purposes, structures, activities, procedures, and performance; and (b) influence, enable, and collaborate with NGOs and other groups in the policy environment.

C To help NGOs develop and carry out strategic plans to (a) clarify and develop consensus on the policy implementation issues that affect them; (b) develop a constituency for policy change; and (c) influence government action.

C To bolster momentum for democracy and democratic governance by (a) helping stakeholders affected by policy change to have a constructive influence on policies; (b) helping governments to discharge their policy responsibilities in a democratic and effective manner; and (c) promoting government/non-government interaction.

C To assist participants to develop the analytic and managerial skills and processes essential to implementation effectiveness. This includes coordination, collaboration, advocacy, negotiation, resolution of conflicts, etc.

The project concentrates on extended, iterative technical cooperation. Short-term technical cooperation will be provided on a limited basis, primarily to demonstrate the approach of the project and to determine whether a long-term collaboration employing the project approach is appropriate. Consultations are also available to missions.

The project provides a combination of technical assistance and analysis. Both focus on developing an increased understanding of the context and dynamics of policy implementation and the means for assisting those with implementation responsibilities. The project stresses inclusion of partner country professionals on project teams, building capacity of partner professionals and disseminating project lessons. Missions or bureaus may consider financing applied research or dissemination services to complement the technical cooperation in a particular country or region.

Core Activities: Limited G/DG resources are available for initial demonstration activities. Examples of initial activities include: short seminars for partner country officials on comparative experience in policy implementation, diagnostic missions to determine the principal management obstacles to implementing specific policies, assessment of government capacity to carry out specific policy changes, and stakeholder analyses.

PRIME CONTRACTOR:
  Management Systems International
  Julie Koenen-Grant
  600 Water Street, SW
  Washington, DC 20024
  Tel: (202) 484-7170
  Fax: (202) 488-3275
  E-mail: jkoenen@msi-inc.com

SUB-CONTRACTORS :

ABT Associates	multi-sector public policy
Development Alternatives	multi-sector public policy
Deloitte, Touche, Tohmatsu	financial management
Institute for Development Research	NGO capacity building and advocacy
Institute for Public Administration	public administration
International Resources Group	natural resources management
Research Triangle Institute	decentralization and urban government
Search for Common Ground	conflict and dispute resolution
SUNY Albany's Center for Legislative Development	legislative strengthening
Thunder & Associates	management and technology
University of Pittsburgh, International Management Development Institute	management training

NOTE: Please see p. 7 for a one-page description of **?** How to Access a DG Center Implementing Mechanism.**?** For additional information, please contact the CTO identified at the top of this description.

G/DG TECHNICAL PUBLICATION SERIES

***Democracy and Governance: A Conceptual Framework* - November 1998** (PN-ACD-395)
This publication describes the Center's approach to democracy and governance assistance programs. It does so by presenting the strategic thinking underlying the Center's and USAID's worldwide involvement in the areas of rule of law, elections and political processes, civil society, and governance. This framework is also meant to set the foundation for other Center technical publications exploring specialized democracy and governance sector subject matter.

***Alternative Dispute Resolution Practitioners Guide* - March 1998** (PN-ACB-895)
This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. While the primary focus is on the advantages and limitations of introducing ADR within rule of law programs, the guide also discusses how ADR can advance other development objectives.

***Civil-Military Relations: USAID's Role* - July 1998** (PN-ACC-887)
This publication identifies areas in which USAID could contribute to civil-military relations programming, approaching the subject from a civilian vantage point and looking to broaden civil society participation. The report reviews past activities implemented with donor assistance and identifies current issues. Overall, the publication provides a better understanding of the contributions USAID can offer in this important field.

***Handbook of Democracy and Governance Program Indicators* - August 1998** (PN-ACC-390)
This handbook was prepared to help practitioners develop and manage their democracy and governance programs. It discusses the process of designing a performance monitoring system, offers some guidance on identifying performance indicators, and provides a number of illustrative examples (i.e., candidate indicators) which can be used to develop country-specific indicators for diverse democracy and governance programs. Although the primary audience is USAID democracy and governance officers and the organizations with which they work, the handbook may be of use to other development organizations.

***A Handbook on Fighting Corruption* - February 1999** (PN-ACE-070)
This handbook presents a framework to assist USAID missions develop strategic responses to public corruption. The framework sets out root causes of corruption, identifies a range of institutional and societal reforms to address them, and introduces a methodology for selecting these measures. It also describes anti-corruption work carried out by USAID and other organizations.

***The Role of Media in Democracy: A Strategic Approach* - June 1999** (PN-ACE-630)
This paper presents the four basic steps to developing a strategy for media sector support: defining the problem, finding targets of opportunity, assessing the feasibility of activities, and evaluating USAID?s comparative advantage in carrying out these activities. It also outlines a **?**menu of options**?** for media programming which should be chosen on the basis of country context.

***USAID Political Party Development Assistance* - April 1999** (PN-ACE-500)
The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

TO ORDER FROM THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE (DEC):

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<h1 style="text-align:center">G/DG PUBLICATIONS PIPELINE</h1>

A 12-month projection of publications to be produced by G/DG.
Information is correct as of June 15, 1999. Projected release dates are subject to change.
USAID staff can check the G/DG Intranet site at <www.usaid.gov/G/DG/> for updates.

SSO 1-4 - STRATEGIC PLANNING AND FIELD SUPPORT

Strategic Assessment Framework for Democracy and Governance Programming

Product: Technical Publication Series
Release Date: Winter 1999/2000
Notes: A framework for designing DG strategies in sustainable development countries. The publication has been reviewed by 13 NGOs, five contractors, and the head of ACFVA. It was reviewed by Agency staff at a regularly-scheduled "Tuesday Group" meeting.

SSO 1 - RULE OF LAW

African ROL Trends Analysis

Product: TBD
Release Date: (TBD)
Notes: Broad trends inventory of the status of the judiciary in Africa to include donor-supported and/or indigenous reform efforts with lessons learned and best practices. Analysis was summarized in an April 1999 *Democracy Exchange*. The Center is considering publishing a more complete technical publication.

Case Management Methodology

Product: Technical Publication Series
Release Date: November 1999
Notes: Methodology is to be oriented toward field practitioners.

ROL Assessment Methodology

Product: Technical Publication Series
Release Date: 1999 (TBD)
Notes: Framework for designing ROL strategies in developing countries

SSO 2 - ELECTIONS AND POLITICAL PROCESSES

Elections Manual/Papers/Case Studies

Product: Technical Publication Series
Release Date: September 1999
Notes: 1 - *Elections Manual*
2 - *Elections Administration Research Paper*
3 - *Local Elections Research Paper*
4 - *Post-election Assistance Research Paper*
5 - *Party-Building Assistance Research Paper*
6 - *Nine Case Studies*

CEPPS Partners Publications

Product:	Abstracts of papers/manuals/reports prepared by CEPPS partners and supported by G/DG over the last two years. To be posted on the internal G/DG web page and external USAID democracy web page
Release Date:	TBD.

SSO 3 - CIVIL SOCIETY

Civic Education Synthesis Report

Product:	Technical Publication Series
Release Date:	January 2000
Notes:	Synthesis of a civic education study based on a three-country sample of civic education programs.

Civil Society Strategies

Product:	Technical Publication Series
Release Date:	Late 1999
Notes:	Case studies on Philippines, Dominican Republic, and Kenya.

Labor Strategies Manual

Product:	Technical Publication Series
Release Date:	Fall 1999
Notes:	Final report, based on three workshops (held in Washington DC, the LAC region, and the ANE region), will serve as a handbook for DG officers.

Advocacy Paper

Product:	Technical Publications Series
Release Date:	Winter 1999/2000
Notes:	Paper explores a variety of approaches to advocacy work by U.S.-based organizations.

Participation and Economic Reform

Product:	TBD
Release Date:	TBD
Notes:	Case studies will include Uganda, Ghana, and one country each from Southern Africa, ANE, and ENI regions.

SSO 4 - GOVERNANCE

Legislative Strengthening Handbook

Product:	Technical Publication Series
Release Date:	Summer 1999
Notes:	The publication is tied to a conference on legislative strengthening held in Africa.

Democratic Decentralization Handbook

Product:	Technical Publication Series
Release Date:	Late Summer 1999
Notes:	A best practices and lessons learned guide, drawing on global experience and exploring incentives to promote democratic practices through decentralization.

Corruption Case Studies

Product:	Technical Publication Series
Release Date:	Fall 1999
Notes:	Case studies to be used for DG officers' training (TBD).

BIOGRAPHICAL SKETCHES OF CENTER TECHNICAL STAFF
(updated June 15, 1999)

Jennifer L. Windsor is the director of USAID's Global Center for Democracy and Governance. For the last ten years, Jennifer has worked in the area of U.S. foreign policy and comparative politics, specializing in democracy and human rights issues. She joined USAID in 1991, helping to start-up the Africa democracy and governance program. She then served as special assistant/deputy chief of staff to USAID Administrator J. Brian Atwood before she joined the Center in late 1994. Prior to joining USAID, Jennifer worked as a staffer on foreign policy issues for Senator Daniel Patrick Moynihan and Congressman Ted Weiss. She has done consulting work for the National Democratic Institute and Harvard's Center for Criminal Justice. She is a graduate of the Woodrow Wilson School at Princeton University and Harvard University.

James E. Vermillion received his Ph.D. from the University of Virginia and master's degree from the University of South Florida and Boston University. His areas of specialization included public administration, statistics, and measurement. Before joining the Center, he was USAID's senior policy advisor for democracy and governance in PPC, deputy director of USAID's mission in Haiti, deputy director of the office for East Asia in ANE, and deputy director of the LAC Office of Trade and Investment. He has served USAID overseas in Tunisia, Cambodia, and twice in Haiti. Before joining USAID, Jim was on the faculty of Boston University and worked on political campaigns and in community organizing. He lived in Jamaica for five years in the 1970s where he taught public school.

* * * * *

Harry Blair has an A.B. in history from Cornell University and an M.A. and Ph.D. in political science from Duke University. Currently he is at the Center on leave from Bucknell University, where he is professor of political science and has served three terms as department chair. In addition to Bucknell, Harry has taught at Colgate and Cornell Universities, and has held appointments at Columbia and Yale Universities. His earlier research and publications focused largely on politics, rural development, and natural resource management on the Indian subcontinent; more recently he has been concentrating on the democratization process. At USAID, Harry worked during 1981-82 in the former Science and Technology Bureau and during the earlier 1990s in the Center for Development Information and Evaluation, where he worked on judicial reform, civil society, and democratic local governance.

Gary Bland holds a B.A. from the College of William & Mary and an M.A. and Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to joining USAID, he served as a legislative assistant in the House of Representatives and as senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars. While at the Wilson Center, Gary focused his writing and policy research on democratic development and decentralization in Nicaragua, Venezuela, El Salvador, Peru, and Chile. Gary left the Wilson Center to conduct a two-year study on the impact of decentralization on the democratic development of local government in Chile and Venezuela. The results of the study are expected to be published shortly. Gary has also consulted on local government with the World Bank, the United Nations, and USAID's LAC Bureau. As the governance team's decentralization and local government specialist, he is developing a decentralization training module, working to build intra-agency coordination, and working with missions on decentralization and local governance programming.

Stephen Brager has worked on issues of politics of authoritarianism and democratization for 15 years. He received his master's degree in political science from the University of California, San Diego, where he studied the politics of development, political development, and political institutions. He has written papers on the role of institutions and their effect on political outcomes. Much of his efforts have focused on the role of the armed forces and other authoritarian institutions and organizations in democratizing nations. At the Center, Stephen is the technical advisor for strengthening legislatures; he also provides backup support and technical assistance for promoting democratic civil-military relations. Presently he is developing and implementing the Center's technical leadership strategy in legislative strengthening.

Aleksandra Braginski received a B.S. in foreign service at the School of Foreign Service, Georgetown University, and a master's degree in public administration (concentration in developing country contexts) from George Washington University. Aleksandra was a U.S. Peace Corps volunteer in the Philippines, working on the

development of grass-roots community organizations. She has been a USAID foreign service officer since 1987, with over four years of experience in managing commercial law reform activities in the ENI region.

Michele L. Crawford is a graduate of Syracuse University, where she majored in international relations and French language and culture. She holds a law degree from the University of Miami School of Law, where she served as editor of the *Inter-American Law Review*. She is currently an attorney assigned to the Office of Overseas Prosecutorial Development Assistance and Training in the Criminal Division of the U.S. Department of Justice. In G/DG, Michele serves as the liaison between USAID and the Department of Justice. In that role, she will increase cooperative efforts to provide for training to interested countries by experienced federal prosecutors in such areas as money laundering, fraud, organized crime, public corruption, child exploitation, civil rights, and environmental law.

Karen Farrell earned an M.S. in development management from American University's School of International Service and A.B.s in political science and anthropology from Duke University. She serves the Center's Information Unit as its senior writer/editor, with responsibilities for the Technical Publication Series and *Democracy Dialogue*. Karen has undertaken a range of democracy/governance program work for a number of NGOs, including the Mandela Institute/Palestinian Organization for the Defense of Prisoners' Rights. Her communications experience includes work as a political affairs editor for *The Jerusalem Times*, policy research associate with the Fannie Mae Foundation, and, most recently, senior communications officer for the Global Health Council.

Mark Feierstein has an M.A. in international affairs from the Fletcher School of Law and Diplomacy and a B.A. in international relations from Tufts University. Before coming to the Center in December 1997, he worked for four years in the State Department as special assistant to then-U.S. Ambassador to the OAS Harriet Babbitt. He also spent five years at the National Democratic Institute for International Affairs, where he was director for Latin America and the Caribbean. He has observed some one dozen elections. Mark is currently the Center's senior technical advisor for elections and political processes. He and the Center's elections team can help missions develop election strategies and programs tailored to the specific political conditions and policy goals of the U.S. government in given countries. He has worked most closely with USAID missions in Cambodia, Haiti, Indonesia, and Mexico. Mark was also part of the U.S. delegation to the Kosovo negotiations in Rambouillet, France in February 1999.

Gary Hansen secured his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the Center in 1995, where he serves as senior technical advisor for civil society.

Robert R. Hansen, prior to joining G/DG in June 1998, served as a USAID program officer in the Honduras and Jordan missions and, most recently, in the ENI Bureau. Mr. Hansen's pre-USAID career was as a field and Washington-based manager with the AFL-CIO labor development institutes in Latin America and Asia. He is a foreign service officer and has a B.A. degree in government and an M.A. in political science.

Elizabeth Hart has been a Democracy Fellow in the Center since October 1996. She has a Ph.D. in politics, with a focus on African political economy, from Princeton University. Before joining USAID, she did research on the Ghanaian private sector?s role in economic and political reform and taught African and Latin American politics courses. Liz works on DG strategies, civil society programs, and the Center?s initiative to emphasize the connections between DG and economic growth. In the past year, she worked on DG assessments and strategy development in Eritrea, Guinea, and Zimbabwe and worked in Washington on strategy development for Madagascar and Ghana. She helped organize the October 1997 Conference on Economic Growth and Democratic Governance and is now working on a research project to develop lessons and guidance on promoting greater consultation and participation in economic policy reform, starting with a review of experiences with National Economic Fora in Africa.

Jerry Hyman has a Ph.D. in anthropology and J.D. in law. He taught anthropology, sociology, and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the ENI region. Jerry came to the Center in 1994, where he serves as the leader of the strategies team.

Pat Isman-Fn'Piere has a master's degree in public administration and entered public service as a Presidential Management Intern. At the Center, she has responsibility for technical leadership policy implementation (of which conflict resolution is a key component), provides assistance on the other areas of governance, and is currently working with CDIE on a study of experience and lessons in promoting linkages between democracy and other sector objectives. Pat manages the Implementing Policy Change project, which over the last eight years has provided assistance in over 60 countries in such areas as policy advocacy, citizen participation in government, investment promotion, and cross-border protocol development. She has worked in the international development field for the last 17 years as technical expert, project manager, trainer, and facilitator. She has provided assistance in over 20 countries worldwide, working most recently with Tanzania, Uganda, Ethiopia, Mali, Ukraine, and Bulgaria. Prior experience included community organization and planning in the United States.

Susan Jay received a B.A. in government/international affairs from the University of Notre Dame, and an M.S. in foreign service from Georgetown University, with a concentration in international development and regional focus on Sub-Saharan Africa. As a Fulbright Scholar in Zimbabwe, she researched land distribution and land tenure reform. Afterwards, Susan worked at SRI, the National Democratic Institute, the World Bank and briefly at the U.S. Embassy in Cameroon. Before joining USAID, she focused on a number of issues in Africa: food security, women in development, health policy and structural adjustment, the impact of HIV/AIDS, governance programs, peacekeeping, and humanitarian intervention. In 1997, Susan joined USAID's Center for Democracy and Governance. She served as the ANE regional coordinator and now is the AFR regional coordinator. She manages the Global Women in Politics Program and has organized a forthcoming study on women's political participation.

Joshua Kaufman received a B.A. in politics from Brandeis University and an M.A. in international affairs (with a focus on democratization and U.S. foreign policy) from George Washington University. Prior to joining the Center's Information Unit, Josh worked on the Rule of Law Initiative at the U.S. Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh is on the Center's ENI team and also serves on G/DG's Information Unit providing research and information support for Center leadership.

(Michael) Eric Kite received bachelor's degrees from the University of Missouri in political science and German and a master's degree from Georgetown University School of Foreign Service in German and European studies. Before joining the Center as Presidential Management Intern, Eric worked at the Balkan Institute and interned at the Department of State, including six weeks as the acting Germany Desk Officer. He is currently a member of the Center's governance team, concentrating on anti-corruption and general governance indefinite quantity contracts. Eric serves on the Center's Latin America/Caribbean team.

Francis Luzzatto attended Swarthmore College, received his B.A. from Carnegie-Mellon University, and received his master's degree from Boston University. He initiated and directed Peace Corps' Information Collection and Exchange and worked at the Peace Corps in various capacities for over 13 years. He worked on "the War on Poverty" with VISTA and Head Start, and designed and directed Citizens Democracy Corps' information clearinghouse on ENI countries. Francis joined the Center in 1995 and serves as the senior information officer.

Kara McDonald holds an M.A. in international affairs from the Fletcher School of Law and Diplomacy. Her concentrations included democracy, human rights, conflict resolution, and international assistance to transitional societies. Prior to joining USAID, Kara worked for the Organization for Security and Cooperation in Europe on the 1997 and 1998 Bosnian elections. She served as a Fulbright Research Assistant in France and has worked on women in development issues with the Federation of the Red Cross/Red Crescent Societies in Geneva. As a Presidential Management Intern with the Center, Kara works on the elections and political processes team, managing the IFES IQC and the ANE and ENI portions of the CEPPS cooperative agreement (with NDI, IRI, and IFES).

Michaela Meehan recently joined the Center as its senior labor advisor and is responsible for its overall labor portfolio, including a grant to the American Center for International Labor Solidarity. Michaela is on detail from the U.S. Department of Labor's Bureau of International Labor Affairs where she was an international policy analyst, with responsibilities in both Europe and Asia. She has an extensive background in education, employment, and training with a particular focus on lifelong learning and competitiveness through human resource development. Michaela is the author of two U.S. government papers, one on school-to-work and life-long learning and the other on the social impact of the Asian financial crisis on women. She began her career in the federal government as a Presidential Management Intern and holds a master's degree from the Heller School at Brandeis University and a bachelor's degree from Brown University.

Michael Miklaucic received his master's degree from the London School of Economics, where he studied international economics and relations. He is currently a doctoral candidate in U.S. foreign policy at Johns Hopkins University, School of Advanced International Studies. Michael has worked on regional human rights/rule of law projects for the Middle East for six years, and on development law training and legal reform on a global basis for four years. He organized an election observation mission for the Haitian presidential election for the International Republican Institute, and participated in four international election observation teams. Michael serves on the Center's rule of law team. His responsibilities include managing one IQC (National Center for State Courts), the Participating Agency Service Agreement with the Department of Justice, and the grant to International Development Law Institute. He has worked most closely with USAID missions in Mongolia, Cambodia, West Bank/Gaza, Madagascar, Ecuador, and Bulgaria.

Katherine Nichols received her B.A. in political science from the University of California-Berkeley and her master's of public administration degree and an M.A. in international studies from the University of Washington, Graduate School of Public Affairs. Prior to joining USAID, she did various municipal and county government work, served as researcher for the Institute for Public Policy and Management (University of Washington), and as researcher/writer for the Women's Leadership Project. As a volunteer for Volunteers for Peace in Milan, Italy, Katherine lived and worked with former political prisoners managing a NGO rehabilitation center. As a Presidential Management Intern with USAID, Katherine spent six months working in M/Management Planning and Innovation on developing ADS audit (accounting and performance) handbooks, the Audit Brief, and audit implementation tracking. She spent 18 months as country development officer for USAID/Guinea and (then) Zaire, and three months in Conakry managing the R-4 development process and producing the final document with the mission's SO teams, the mission's New Partnership Initiative Leading Edge Mission Report, and assisting with critical procurement actions. She has spent 18 months with the Center, where she serves as Africa regional manager for the CEPPS cooperative agreement and as the Center's Congo Task Force representative. She has conducted comprehensive DG assessments in Kenya, Liberia, and Rwanda. Katherine is on the Center's elections and political processes team and Africa team.

Dana Peterson received a bachelor's degree from Stanford University in human biology and a master's degree from Georgetown University's School of Foreign Service. She joined the Center as a Presidential Management Intern. Previous work experience includes internships at the National Democratic Institute for International Affairs, U.S. Embassy in Gaborone, the Capacity Building Unit in the Africa Region of the World Bank, and the Overseas Private Investment Corporation. She is working on the elections and political processes team, managing the CEPPS cooperative agreement (with NDI, IRI, and IFES). She backstops Malawi, Mozambique, and Nigeria. She has done field visits to Mozambique, Mali, and Nigeria, and spent three months in Russia during the fall of 1998 supporting the mission's DG office and focusing on labor issues.

Lisa Peterson received her B.A. in political science and history from Colorado College and her M.A. in international relations (African studies/international economics) from Johns Hopkins University, School of Advanced International Studies. She did field research and wrote her M.A. thesis on the status of press freedom in Senegal. From 1984 to 1994, she worked for two members of the U.S. Congress and at Amnesty International (as Africa area coordinator), the Robert F. Kennedy Center for Human Rights (as program director), USAID's Africa Bureau Information Center (as a DG research analyst), and USAID's regional mission for Central America-Guatemala (as a DG information consultant). She did a range of DG consulting work in Botswana in 1994-96, including the management of the U.S. Embassy's Democracy and Human Rights Fund. She is currently manager and senior research analyst at the Center's Information Unit, through a contract with the Academy for Educational Development. She serves on the Center's Africa team and backstops Zambia.

Ronald G. Shaiko received his Ph.D. in political science from the Maxwell School of Citizenship and Public Affairs at Syracuse University. He is currently on leave from American University, where he is an associate professor of government. His publications include two books, more than two dozen articles, and book chapters on elections, political parties, interest groups, and lobbying. His areas of specialization are comparative electoral systems,

comparative political party systems, interest groups (NGOs), and political advocacy (lobbying). Ron is a Democracy Fellow at the Center, where he serves on the elections and political processes team. He has worked on the development of elections and political processes indicators.

Robin Silver holds an A.B. from Princeton's Woodrow Wilson School and a Ph.D. in political science from the University of California, Berkeley. As a Fulbright Scholar, she completed a study on state policies toward immigrant and refugee populations in the Middle East and Europe. Prior to joining USAID, Robin taught at the University of Oregon, Grinnell College, and University of Maryland, Baltimore County. Her research and publications have encompassed public sector reform and decentralization, the development of nation-states, and performance measurement in public organizations. At USAID, Robin worked as a senior associate in integrated democracy studies in the Center for Development Information and Evaluation, where she focused on democracy promotion in post-conflict societies. As a member of the Center's strategies team, she works on issues related to Managing for Results, performance measurement, and strategic planning.

Cheryl Sparks joined the Center as a web development specialist in January 1999. She holds an M.A. and Ph.D. in political science (political theory and international relations) from the University of North Carolina at Chapel Hill. She taught international organization and international law at North Carolina State University from 1991 to 1995, and taught political science at Ohio State University (Mansfield) from 1996 to 1998. In 1995, Cheryl received the Carrie Chapman Catt Research Award for her work in the area of women and politics. She has over three years of experience in web and graphic design, having designed and maintained websites for political candidates, political organizations, and academic courses.

Jan M. Stromsem is on detail from the U.S. Department of Justice, Criminal Division, and is serving on the Center's rule of law team. She holds a B.A. from the College of Wooster, and an M.A. from l'Universite de Paris, Sorbonne. Prior to coming to the DG Center, Jan served for several years as the director of the International Criminal Investigative Training Assistance Program (ICITAP), a police training and development program funded by the Department of State and USAID. Major ICITAP program initiatives have included creating new and/or transitioned police forces in Panama, El Salvador, Haiti, Guatemala, Eastern Slavonia, and Bosnia, with smaller programs also running throughout Latin America and the Caribbean, Central Europe, the Middle East, and Africa. Beginning her federal career in 1971, Jan worked at the Departments of Treasury and Justice at the U.S. National Central Bureau of INTERPOL, serving as deputy chief until mid-1992, when she transferred to ICITAP.

Diana Swain is the Center's senior advisor for governance issues. She is a career USAID employee and most recently served as deputy director for USAID's regional mission in the Caucasus. Other overseas assignments have included Jordan, India and Pakistan, where she was assigned to USAID's cross-border program for Afghanistan. Diana has a bachelor's degree in political science and completed a one-year program in strategic planning at the Industrial College of the Armed Forces.

John Wiebler has an M.A. degree in economics and a B.B.A. degree in finance. Prior to joining USAID, he spent five years in regional/city planning. He spent 16 years with USAID in Nepal, Zambia, Morocco, Zaire, and Botswana. His experience has focused on overall strategy development, program design, and performance monitoring systems. He supervised USAID/Zambia's DG program development and implementation from 1991 through 1995.

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